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SB-28

SUPPORT BULLETIN

FOR INFORMATION OF HEADQUARTERS
AND FIELD PERSONNEL

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PURPOSE

The Support Bulletin, published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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NEW EMPLOYEE SERVICES AT HEADQUARTERS

In the last six months several new employee services of general interest have been introduced in the Headquarters Building.

PHYSICAL FITNESS ROOM

A Physical Fitness Room has been opened in the basement offering opportunity for employees to take part in individual exercise and conditioning programs. While space is limited, the room offers many facilities of a full-sized gymnasium. The room contains two rowing machines, wall weights, punching bags, striking bag, climbing rope, bicycle exerciser, medicine balls, other types of physical conditioning equipment, and an unusual "Universal Gym." The "Universal Gym" allows four individuals to engage in various kinds of weight lifting at one time and avoids the maintenance and handling problems of the normal bar bells. A long corridor near the Physical Fitness Room has been converted to a running track for anyone who wants to include this type of exercise in his conditioning program. The Physical Fitness Room can accommodate 24 people at the various stations while another eleven can, at the same time, use the running track or work out with medicine balls and on mats.

The room is open 22 hours a day, seven days a week, and operates eight hours a day under the supervision of a qualified physical fitness director. At first the room was available only to male employees at a charge of 35 cents for each visit to cover the use of the room and a shower. Persons receiving medical therapy or physical conditioning related to official duty or standby TDY requirements are allowed to make appointments to guarantee availability of the facilities at times convenient for them.

Our experience since the room was opened has permitted a reduction of the service charge to 25 cents per visit (or \$6.25 for unlimited use during any three-month period) and we have plans to make the room available to female employees one day each week.

BARBER SHOP

In response to many requests, a six-chair barber shop with a shoeshine stand was recently opened at a convenient location on the ground floor in the Headquarters Building. Barber service is available by appointment to all employees at prices comparable to service in local area shops.

EMPLOYEE ACTIVITY ASSOCIATION

In a previous bulletin, we described the growth of the Employee Activity Association (EAA). Heretofore, employees have been able to participate in the various recreation, social, and cultural activities and to purchase tickets and merchandise without any EAA charge for dues. The sales activity was particularly active in 1964 and proved that a large number of employees welcomed the convenience of ticket and merchandise sales as well as the savings when discounts were available. However, the sales service and other activities can only continue to be offered if EAA develops sources of income by which it can become self-sustaining. For this reason, the EAA conducted a membership drive starting on 15 March 1965.

There are three membership categories:

- a. Annual Membership—\$2.00.
- b. Patron—\$10.00. This gives the member prepaid dues for six years, a savings of \$2.00.
- c. Sponsor—\$25.00. The Sponsor will be a member of the Association at no further cost for the duration of Organization employment.

Membership dues are expected to provide capital that can be used to develop sources of income that might allow the Association to expand its program, to increase its service, and eventually to become self-sustaining. It is hoped that many employees will become Sponsors or Patrons because they share our view about the importance of this activity. Through clubs such as the Bridge Club, the Garden Club, the Chorale, the Chess Club, the Archeology Club, the Ski Club, and the various athletic and other activities, employees have

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been provided a means by which they can enjoy social, cultural, and athletic participation.

The experimental sales service which made it possible for employees to buy tickets to the World's Fair, Senators' baseball and Redskin football games, Carter Barron, and similar local events has proved to be of particular value because of the convenience and time savings involved.

A DECADE OF EXPERIENCE IN LANGUAGE TRAINING

INTRODUCTION

The Language Services Division was organized in late 1951 with a staff of four professional and two clerical personnel. By 1 March 1952, a few internal part-time language classes had begun but the bulk of our language training was still being accomplished externally in universities or other Government departments.

By the summer of 1955 problems of cost, security, and control of subject matter made it apparent that external facilities could only partially satisfy our training needs so we began developing our own resources to satisfy requirements which could not be met elsewhere. Plans were also made at that time to include area training in our curriculum and the school was accordingly reorganized as the Language and Area School.

DEVELOPMENT OF DAYTIME INSTRUCTION, 1954-64

CLASS INSTRUCTION

In 1954 the language teaching faculty consisted of five staff instructors giving part-time instruction principally in French, German, Italian, Spanish, and Russian. To supplement these efforts, the school was able to obtain various individuals on part-time detail from other parts of the Organization to

offer classes in Persian, Japanese, Chinese, and other languages. Full-time students were being sent to various external facilities.

In 1955 in response to continuing requests, we decided to attack the problem of giving full-time instruction internally. The first full-time classes in Russian began in late September 1955. The success of this venture led to further expansion in early 1956; full-time classes were begun in French (March 1956) and German (October 1956). Since then, full-time training has been a very important part of our curriculum, and full-time courses have been taught in 16 languages to 380 students.

One of the main features of our full-time classes is a stay of three to five days at an out-of-town site where use of the language being taught is compulsory on a 24-hour basis.

Although full-time students represent only about 10 percent of directed training and 5 percent of the total training effort, full-time courses represent much of the best training which has been done in the Organization. Individuals so trained have contributed many years of successful overseas service. Out of these courses have also grown the materials and the instructor-training support for the part-time training activities of the school.

The largest percentage of Organization training has been done in part-time classes. Most of these classes are designed to teach spoken language proficiency, as well as ability to read and write, but a few specialized classes each year have taught primarily reading and translation skills. Specialized classes have consistently made up 10-20 percent of our teaching load. In approximately ten years, the school has trained more than 5,000 students in part-time classes during duty hours.

By relying heavily on a highly professional group of contract instructors, the number of staff instructors has been kept to a minimum. The staff plans and coordinates instruction, develops materials, and trains and develops

contract instructors. The daytime program has also provided the means for supporting the Voluntary and Tutorial Programs in terms of materials and instructor training. In addition, tapes and texts have been made available to support language training activities in the field. Hundreds of man-hours per year are devoted to this activity. Our present faculty numbers nine staff instructors, and eighteen full-time and four part-time contract instructors.

TUTORIAL INSTRUCTION

In January 1960 we began to supplement our normal training facilities by setting up a roster of language tutors who would be ready to give tutorial instruction in as many languages as possible on short notice to students who could not be fitted into regular classes.

The Tutorial Program grew rapidly as the Organization began to rely heavily on this type of instruction. Soon 85 to 100 students were receiving tutorial training. The availability of a large cadre of native speakers soon became well known throughout the Organization and their services were frequently requested for other activities. The peak was reached in April 1963 when the cost of tutorial training for one month amounted to \$8,225. This level was sustained until August 1963 when a number of tutorials were combined into small classes and regular Spanish and French classes were scheduled to begin on the first of each month. Thus, without any reduction in service, the number of tutorials for FY 1964 dropped 100 below the number for the preceding year. The cost of the program has leveled off at approximately \$4,500 per month.

About 800 students have received tutorial training since the beginning of the program. A total of 100 tutors have given instruction in 26 languages.

There is little doubt that the advent of tutorial training has increased the flexibility and capabilities of the school. At present instruction can be given in a total of 49 languages.

THE LANGUAGE DEVELOPMENT PROGRAM, 1957-63

THE LANGUAGE AWARDS PROGRAM

The Language Development Program with its central feature, the Language Awards Program, began 4 February 1957.

Awards were to be paid under the program not for preexisting skill but for the expenditure of effort in acquiring and maintaining language proficiency. Major emphasis was placed on off-duty acquisition of language competence. During the six years in which the Awards Program was in force, approximately \$765,500 was paid out in awards. Nearly 4,000 individuals participated. Nearly 2,500 awards were paid for acquisition of new skills and over 3,000 awards were paid for maintenance of skills previously acquired.

The Language Development Program contributed materially to the development of language proficiency in the Organization. Maximum enrollments in language programs were registered in those years (FY '58 and '59) in which the most money was paid out in awards. Opportunities offered under the Language Development Program for voluntary study of foreign languages almost doubled the total number of people enrolled in language training. Because of its voluntary nature, however, the program did not satisfy the need to carefully select and train individuals in the less popular but critically needed languages.

VOLUNTARY LANGUAGE TRAINING PROGRAM (1957-)

The Voluntary Language Training Program was organized in May 1957 to provide language training opportunities to Organization personnel who were not available for classes during normal duty hours. Instructors for this program were recruited from among Organization personnel who were already well qualified in foreign languages. The program offered regular part-time classes with a fixed schedule and curriculum.

First classes began on 20 May 1957 with 170 students in 20 classes in seven languages.

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By the sixth trimester in the winter of 1959, there were 61 classes in 16 languages with an enrollment of 372. The highest enrollment occurred in the fall-winter semester of 1959-60 with 430 students.

During the 16 trimesters of the Voluntary Language Training Program, 2,700 individual students have enrolled in 583 classes in 20 languages. About 12 percent of these students have completed a sequence of courses, have taken a proficiency test, and almost all have registered an immediately useful level of proficiency. Approximately 25 percent drop out of the program with unsatisfactory performance or attendance. The remaining 63 percent drop out of the program before finishing a complete sequence of courses, but after achieving a significant start in the language.

Our present records and follow-up system are not equal to the task of keeping track of all of these people. A significant number either go into more intensive training, depart PCS for overseas and show up later with a useful proficiency in the language or may later reappear to continue where they left off. There is reason to believe that as many as half of these people do eventually achieve fully usable proficiencies. The remainder have at least a start in the language which would cut down on the lead time necessary to train them to full proficiency if the occasion arose.

The Voluntary Language Training Program is still in effect today. Classes in the more common languages, which were discontinued for a time, have been reinstated. All basic level classes use the same texts as the day-time classes so that transfer from one program to the other is conveniently possible.

FOREIGN LANGUAGE PROFICIENCY TESTING

As the Organization became more experienced, language proficiency was increasingly recognized as an important element in the selection and assignment of personnel. The Organization had no reliable inventory of its foreign language assets; self-evaluations on employment applications had proved to be of little value. Some new standard for evaluating language competence was needed.

Although some experimental proficiency testing had been done in 1955, with the coming of the language awards program in 1957, it suddenly became imperative that methods be promptly devised to conduct large numbers of standardized proficiency tests. We were surprised to find so little guidance available in the testing field. There were no reliable oral tests to be had anywhere and the only written test available suffered from many inadequacies.

In conjunction with a university consultant some general testing principles were developed and prototype tests were composed in German and French. These first tests eventually formed the basis for the objective tests in 34 languages and were the first serious attempts to judge accurately the abilities of individuals in speaking, reading, writing, pronouncing, and understanding foreign languages. Although deficiencies have subsequently been found in these early tests, they remain as milestones in the early development of the foreign language field.

Testing began in 1957 and increased continually until the height of the Language Awards Program was reached in 1959 and 1960. After that the number of candidates declined in proportion to the reductions in monetary awards.

Although over 10,000 tests in all have been administered by the testing section, the Language Qualification Register still remains one of the darkest corners of the Language Development Program. Of the thousands of claimed proficiencies only about 35 to 40 percent have been verified by tests. Although regulations require periodic testing of proficiency, it has proved impracticable to administer tests overseas. Even compliance at headquarters has not been uniformly good.

THE FUTURE OF LANGUAGE TRAINING METHODS

The coming of the oral-aural approach to language training and the use of the language laboratory have given great impetus to for-

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eign language study. The present oral-aural method promises useful results, but it still requires inordinate amounts of time. The language laboratory is the first step in the automation of many aspects of language training. Present materials used in the lab, though considerably refined by comparison with those of ten years ago, are still relatively crude. Experimentation in learning theory which has been in progress for some years shows the way to more refined and more fully automated methods of teaching which give promise of allowing the individual to progress at his own rate and much more thoroughly than was previously believed possible.

Although initial claims by proponents of programmed instruction have proved to be exaggerated, the principles of programmed teaching are already well established. The working out of specific techniques for teaching specific skills and the development of the necessary means of exploiting the principles will undoubtedly be a longer process. Be that as it may, the prospect of significant breakthroughs in this area are extremely bright in the coming ten years. The cost of these breakthroughs will be very high and it is important that developments be followed closely and examined critically at every step of the way. The best hope of being able to accomplish this without premature commitment and profligate waste of resources appears to lie in interagency cooperation so that access can be had to tested new developments at a minimum cost to each organization.

LANGUAGE TRAINING POLICY

Short of the brave new world of automated teaching described above, the Organization can only guarantee its linguistic future by forecasting its requirements with sufficient accuracy that present skills can be most effectively used and necessary additional numbers of selected personnel can be trained to meet prospective deficits. The successful execution of such planning will require the combined efforts of the Office of Training, the Office of Personnel, and the operating components.

SUGGESTION AWARDS PROGRAM PRESENTATION OF NATIONAL AWARDS FOR ECONOMY ACHIEVEMENTS

At an unprecedented meeting of 3,800 top-level Cabinet and Government officers at Constitution Hall on December 4, 1964, the President of the United States presented special awards to thirty Federal employees as outstanding cost-cutters. This ceremony marked the tenth anniversary of the Government Employees Incentive Awards Act and climaxed a year-long program sponsored by the Civil Service Commission to mobilize an accelerated employee effort to produce suggestions and on-job achievements that would cut costs or increase productivity.

Earlier, President Johnson had called on Federal employees to seek ways to reduce costs, increase productivity, and conserve man-hours when he said: "The Federal employee is in an excellent position to seek out and to find ways to transact the public business more economically. It is my intention that when better, less costly ways are found, they be promptly implemented and that their authors be suitably recognized."

Thirty winners of these special awards received Economy Achievement plaques bearing President Johnson's signature. In addition to the awards' recipients and members of their families, members of the Cabinet, heads of independent agencies, and a cross section of management officials from all Federal departments and agencies participated in the presentations. The contributions of the thirty awardees are representative of the response of Federal workers to the President's challenge and account for an estimated first-year savings of \$85,000,000. The individual contributions ranged from savings of \$40,000,000 a year by an Air Force contract administrative official to a \$52,000 cost reduction by a Post Office foreman. Winners of the national awards were selected from among more than 150 nominees of Federal agencies. Selections were made for three types of contributions:

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cost reduction achievements by employees, successful encouragement of employee economy contributions by supervisors, and cost improvement actions by program management officers.

The President's inspiring address included many quotable remarks, to wit:

"I have said I believe in the tight fist and the open mind—a tight fist with money and an open mind to the needs of America. I want us to keep up with the times, but keep our feet on the ground. I want that same state of mind to prevail in every department and in every bureau of this Government.

"I expect to find it at every level of responsibility, from Cabinet members down to the newest and the youngest recruit. I want every supervisor to remember that your example is really what determines the attitudes of the men and the women who work with you. You are the officers of the line who lead the way and bear the burden and the responsibility. A man will sometimes think that because his rank is modest, he is insignificant in the great scheme of things. But I have read what Nehru said as he worked with his colleagues and the British Ambassador on plans for a free India:

'You know, we are small men and unimportant. But the cause in which we work is great—and some of that greatness touches each of us.'

"We are going to put 'thrift' back into the dictionary. As President, I can and I will make the major decision on holding total spending to the rock bottom. But most of the opportunities to increase efficiency and to find less costly ways to do business occur in the work that you do every day. And here is where I just must look to you and rely on you, because no one person can do this.

"I want you to think of your bureau or your unit as though it were your own little private business. Would you have as many employees on your personal payroll? Would you be will-

ing to write them checks every two weeks, the same amount that you are writing them with Uncle Sam's name signed? If they were working for you, would they be producing more? Could you make a profit with the practices that you are following? Where would you start to cut expenses if you didn't?

"Today we observe the tenth year of the Incentive Awards Program. We honor the Government employees who have been diligent in seeking ways to reduce costs, and diligent in increasing efficiency. This Program has achieved much. In a single year it produced 118,500 employee suggestions which were adopted. Its potential is vast."

Two components in our Organization seized the opportunity to pass along this inspirational message to their supervisors at large supervisory meetings when they presented recently won suggestion award checks to their own people. These individual meetings were even more impressive than the Constitution Hall ceremony because there was an element of personal appreciation and rapport present.

In the Organization we have been able to award the Presidential Citation certificate signed by Mr. Johnson to four organizational units which achieved significant managerial economies. Two individuals whose cost-cutting suggestions saved more than \$10,000 in the first year of adoption also received these citations.

It is interesting to know that since the Incentive Awards Act was passed, more than a million Federal workers have contributed well over a billion dollars in savings to the Government through their adopted suggestions and extra efforts on the job to increase efficiency, economy, and productivity in Government operations. President Johnson said: "I want your help. I want every supervisor, I want every employee to continually ask himself two questions: What is it costing to do this work? Is there a way to do it as well or better that would cost less?"

HOW TO BE EASY TO SUPERVISE

Hundreds of articles and books have been written on the subject of "How to be a Good Supervisor" and dozens of courses are scheduled internally and externally for improving leadership but relatively little attention has been given to good "followership." If you have never been a supervisor, it might surprise you to learn how difficult the job can be at times. Here are some ideas that will make your supervisor's job easier and improve your relationship with him.

ACCEPT CRITICISM GRACIOUSLY

Criticism must be made at times by every conscientious supervisor. Criticism is often as difficult for a supervisor to give as for an employee to accept; help by accepting it graciously without elaborate alibis. Ordinarily the less you attempt to defend yourself the better, unless you are sure the criticism is based on wrong information or lack of facts.

DON'T BE HYPERSENSITIVE

Everyone has his bad days when he is apt to be somewhat difficult unless he watches himself. Putting this rule in a positive way—be easy to handle without getting your feelings hurt.

Don't forget that you're not the only one who has personal and job problems. Your supervisor has them, too, and if on occasion he is curt officially or less than cordial personally don't let it worry you. If you are hypersensitive, you can see slights to yourself and favoritism to others that really do not exist.

LET YOUR SUPERVISOR KNOW WHERE YOU ARE AND WHAT YOU ARE DOING

Few things are more embarrassing to a supervisor than to have his superior inquire about one of his employees and not be able to tell the boss where the employee is and what he is doing. It is not always necessary to keep your supervisor informed on a personal basis but as a minimum you should let the office secretary or a coworker know where you are going and when you plan to return.

Depending on your secretary to cover up for your failure to inform someone of your whereabouts can often lead to embarrassing situations.

LET YOUR SUPERVISOR KNOW WHAT YOU'VE ACCOMPLISHED

This can be done orally or by informal, written progress reports and may even include a small element of "blowing your own horn," providing you don't overdo it. Remember that your supervisor is judged largely on what you and your associates accomplish. Furthermore, in these times of tight budgets and lower ceilings he needs all the facts he can get concerning deadlines and goals met and special tasks accomplished in order to evaluate your job, his own, and the needs of the component.

RESPECT YOUR SUPERVISOR'S TIME

Don't bother your supervisor with details which you can handle yourself, even though he may be able to handle them more easily than you can. This does not mean that you shouldn't avail yourself of the opportunity to draw on his greater experience and background or to consult him when policy matters may be involved.

DON'T GO OVER YOUR SUPERVISOR'S HEAD

This rule doesn't mean that contacts upward must always follow the chain of command but these contacts, both personal and written, should never be for the purpose of trying to get your supervisor's decisions overruled or trying to impress the boss with your own superior knowledge, ability, or accomplishments. Waiting until your supervisor is on annual leave or TDY to bring up "pet ideas" is another way to lessen your ability to be easy to supervise.

KEEP YOUR SUPERVISORS COORDINATED

In addition to one's immediate supervisor, most of us have other supervisors, staff or higher line officials, who at times give us orders or request information. Keeping all of your supervisors coordinated is sometimes difficult but always important.

BE LOYAL

If you can't conscientiously give your immediate supervisor and other officials above him a plug at times, perhaps you're in the wrong organization. As a minimum make it a practice not to criticize them. A certain amount of grousing and griping about the boss is natural, but keep it "in the family." When outsiders criticize your supervisor or his boss, you don't add to their opinion of you by joining them. In fact, loyalty is a quality that is almost universally respected, and when you can't honestly defend your supervisor on a particular issue, at least you will be respected for saying nothing.

BE FLEXIBLE AND COOPERATIVE

Don't buck changes. Realize that there are very few procedures that can't be improved even though they may have worked satisfactorily for years. Flexibility is particularly necessary when you have a new supervisor.

RESPECT YOUR SUPERVISOR'S CONFIDENCE

When your supervisor permits you to see or hear privileged information, respect his confidence. If, on occasion, he expresses a personal opinion not entirely in line with the organization position, keep it to yourself without his having to say, "Don't quote me."

LEARN FROM YOUR SUPERVISOR'S METHODS

When you write papers for your supervisor's signature, you will have less papers returned or rewritten if you study his style of writing. Usually you will find that the higher the supervisor's position, the more apt he is to use the first person, active verbs, and concrete, specific words. Don't try to impress others by using large and unusual words.

Remember that you're part of a productive team, all of whom are working for the same goal; so cooperate enthusiastically, both with your associates and your supervisor.

Your supervisor was probably picked as much for his character and integrity as his knowledge. If you have these same characteristics, you will not only be easy to supervise but will have a better chance of becoming a supervisor yourself.

UNIVERSITY ASSOCIATES PROGRAM

In the early 1950's the Organization appointed a panel of cleared academicians as consultants to advise and assist the Directors of Personnel and Training in identifying and recruiting college graduates. Known today as university associates, many of the original members still are serving. This program not only has produced considerable career talent for the Organization but provides timely campus relations, advice, and special support that was not foreseen when the program was established.

At the outset of each school year the university associates are brought to headquarters for a two-day conference. They receive general briefings on updating functional changes and developments within the Organization and its working community and specific briefings as to continuing or new emphases in our projected personnel requirements. Returning to their campuses armed with current advice about our personnel needs and standards, the associates counsel would-be student applicants throughout the year (without compensation) from the entire spectrum of academic disciplines. They also serve to remove any doubt department chairmen or faculty may harbor about the professional environment we can offer the well-trained graduate who has the skills we are seeking.

In each associate, therefore, we have a currently briefed, in-place, year-round asset at the institution concerned—and, moreover, an influential spokesman whose word counts for more than our own in "selling" the Organization.

This assumes, of course, that the effective associate is indeed sold on the professional merit and challenge of our activity to the extent of freely encouraging the better student to seek his career with us. Fortunately, we have found this to be the case without exception. We attribute this largely to the fact that over the years we have encouraged the university associates to continue to meet and discuss assignments with their alumni who are working in various components of the Organization.

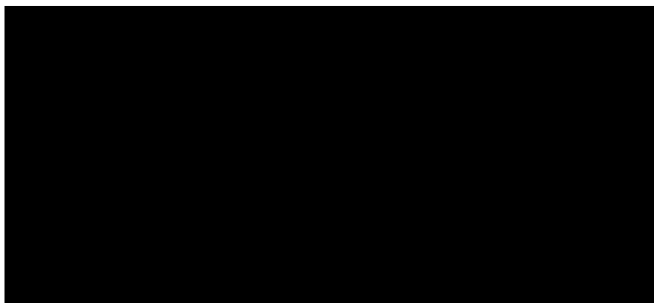
Further, the orientation briefings by senior Organization officials during each year's annual conference have exposed the associates to an extensive roster of experts whose personal stature has placed the Organization's professional posture on a very high plane by academic or any standards. It was the associates who first suggested to the Organization that it "transfer a measure of its professional image" to the academic community through public appearances before select faculty audiences. The associates' persistent urging of the wisdom of such a move paved the ground over which the Organization's highly successful "100 Universities Program" has traveled these past two years, reaching 3,000 college and university professors, department chairmen, and administrative officials in off-the-record dinner briefings and discussion periods at some 200 institutions of higher learning.

Likewise, our university associates persuaded the Organization to undertake the printing and distribution of a recruitment brochure that would do competitive justice to the quality of candidate we were seeking to attract. We believe our present brochure fulfills this recommendation.

Collectively, the associates have been a constant source of stimulation and encouragement to our recruitment and training efforts, in addition to giving Organization officials a continuous reading of the sense of developments in the all-important academic community.

Individually, their contributions have been uniquely important. They have gone out of their way to represent the Organization's interests whenever it was asked of them, "opening doors" formerly closed to us, providing entree for Organization components other than the Offices of Personnel or Training, "smoothing feathers" when circumstances required, and generally standing ready to prove their loyalty to any of our missions or objectives. Their only complaint has centered in not being given more to do. Obviously, then, we value this consultant relationship highly and have come to think of our university associates as part of the family.

In addition to the formal mechanism of university associates, we maintain clearances on a number of other professors at other universities, whom we are privileged to brief in some detail about our specific use of special skills. Organization employees are invited to recommend professors whom we might add to this list.



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The individual members include six deans of students; a vice president and executive dean; a dean of college; secretary of university; provost; business manager; director of financial aid; dean for public services; two professors of philosophy; two professors of history; chairman of a history department; chairman of an economics department; associate dean of the college of literature, science, and the arts; professor of government; director of summer school of arts, sciences, and education; three directors of placement; two professors of political science; and one professor of speech. Four of the associates are former Organization officials.

EMPLOYEES' PROPERTY LOSSES

NEW CLAIMS POLICY

Public Law 88-558, effective 31 August 1964, gives the Organization authority to settle and pay claims for loss of, or damage to, employees' personal property. Claims may be paid up to \$6,500 when loss or damage is incident to service. Organization regulations have been revised to prescribe policy guidance and requirements for submission of such claims.

THE PRESIDENT AND THE FILE CABINETS

Congressman Olsen of Montana put the problem of Federal paperwork before the House of Representatives in the following terms:

"Mr. Speaker, some of us who have been laboring in the vineyard of Government records, reports, statistics, forms, and other paperwork were very pleased last week when President Johnson ordered the General Services Administration to cut down on purchases of file cabinets. According to the Washington Post of January 15 last, this move could result in a savings of \$5 million a year to the Government and we applaud this action.

"But, Mr. Speaker, to cut down on the number of file cabinets is to lock the barn door after the horse has been stolen. The records to be filed are already on our hands—25 million cubic feet of them and if you do not store them in file cabinets, you bundle them up and store them in Government buildings at a cost of \$2 per square foot, on the average. As a matter of fact, the Government's records holdings are at an all time high and the story about being buried in our own detritus may be more than apocryphal.

"Mr. Speaker, as many of my colleagues know, last year our Subcommittee on Census and Government Statistics went into this matter of reports, forms, questionnaires, statistics, records, and all the rest. We made studies and investigations, held hearings in several cities, and took testimony from over 100 witnesses from public and private life, including a number of my colleagues here in the House. Last fall, in the closing days of the 88th Congress, we published some 800 pages of hearings testimony under the title "The Federal Paperwork Jungle." To those of my colleagues who have not examined this hearings testimony, let me urge you to do so.

ONE BILLION REPORTS

"Our subcommittee will soon release its report on the 'Federal Paperwork Jungle.' The report will show that new Federal records are now being created at the rate of 4.5 billion a

year and this, again, is the highest rate in history. It will show that the Federal agencies now require over 1 billion reports a year from industry, business, and the public or some 5 reports for every man, woman, and child in the United States. It will show that one Federal agency, alone, the Internal Revenue Service, accounts for about one-half of all Federal reports or some 500 million forms a year, if we include the new reporting systems on dividends, rents, and interest authorized by Congress in the Federal Revenue Act of 1962. The other big Federal agencies in this paperwork game are: the Social Security Administration with over 300 million reports a year; the Bureau of Customs, 36 million; the Veterans' Administration, 33 million; the Census Bureau, 18 million; and the Bureau of Employment Security, 12.5 million.

DISBELIEF

"Although the members of our subcommittee had received many, many complaints from business, industry, and the public about the number and complexity of reports required and requested by the Federal agencies, we were genuinely shocked when we learned about the paperwork requirements inflicted upon the public by the Federal agencies. In order to verify our findings, we requested the Government Printing Office to check our figures. The Public Printer keeps careful records of printing orders and requisitions placed by the agencies and here is what he reported: In fiscal year 1964, the Government Printing Office printed 2.3 billion public-use forms for the Federal agencies, or some 12 forms for every man, woman, and child in the United States. Now, this figure, of course, includes copies, duplicates, unused forms, and all that, but it does not include internal use forms or other materials which do not go out to the public.

RESPONSIBILITY

"Mr. Speaker, 10 years ago the Second Hoover Commission found that 'reporting to the Government is excessively expensive and burdensome,' and in 1956, President Eisenhower directed the Bureau of the Budget to

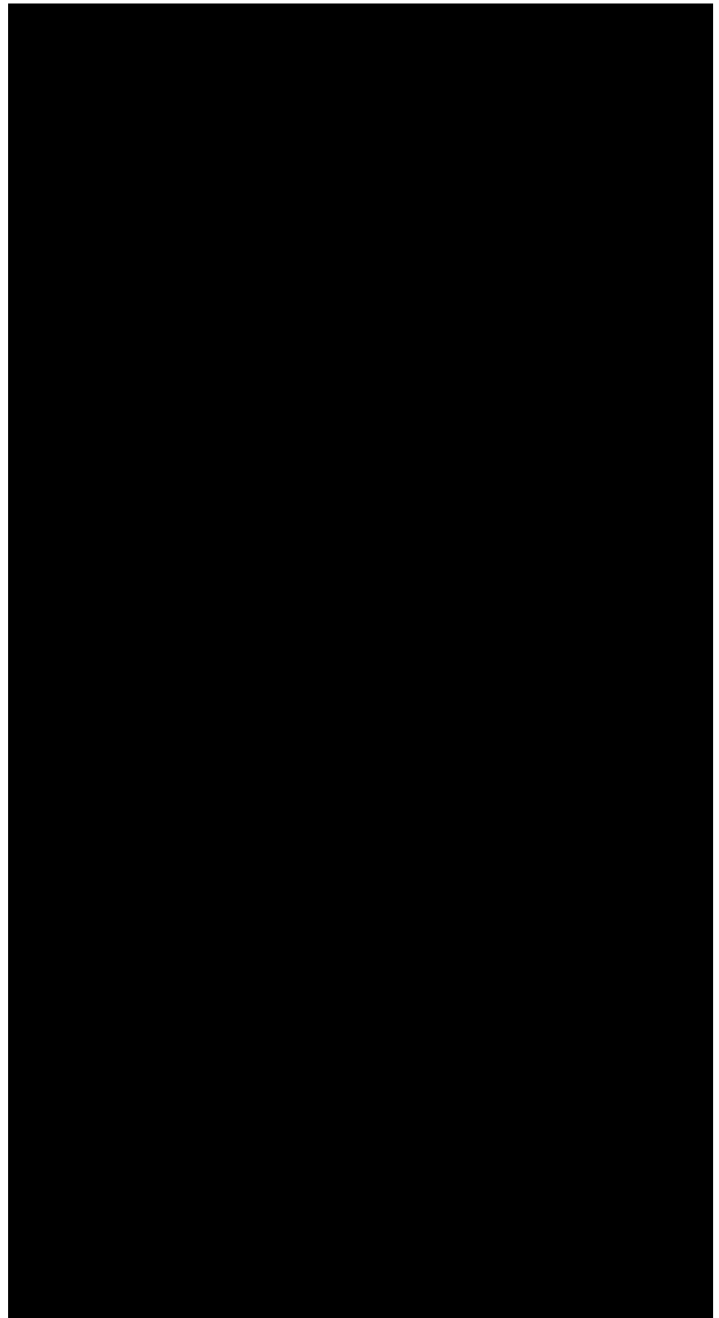
take actions necessary to reduce the unnecessary reporting burden on industry and the public. Our subcommittee report will show that now, some 10 years later, the situation is far worse than it was 10 years ago in spite of Presidential directives, Hoover Commission Congressional investigation, and so forth. One Federal department has today 262 more reports than it had when the Hoover Commission reported in 1955. Last year one Federal regulatory agency came out with a questionnaire which will cost each company a minimum of \$85,000 to complete. One firm told us that it will cost them \$250,000 to supply the information. Some small business people told us that Federal and State reporting requirements are driving them out of business. In fact, our report will show that Government reports cost small businessmen some \$2 billion every year.

"Our subcommittee has made a careful study of this paperwork mess and our findings and recommendations will be released soon. There is no question but that both the executive branch and Congress must share the blame in this proliferation of Federal reports and paperwork. We found that Federal administrators often are unaware of the volume of paperwork their assistants are foisting upon the public. We found also that the Federal Reports Act, which Congress passed during World War II, is not being effectively administered by the Bureau of the Budget. In Congress, as we well know, we have permitted archaic and outmoded legislation requiring all kinds of ancient reports to remain on the books year after year and we grind out new legislation, each Congress calling for all kinds of new reporting systems even though they duplicate existing ones.

"Mr. Speaker, time does not permit me to go on today, but to return to the President and the file cabinets, we all fully support his efforts to cut out waste and inefficiency everywhere, and I, for one, want to do everything I can to strengthen his hand. Millions of dollars in costs to the Government and to the public can be saved by cutting out excessive and unnecessary Federal reports.

"But, believe me, it will take the best efforts of Congress and the executive branch to cut down on excessive and needless Federal paperwork. 'Old forms never die, nor do they fade away. They outlast their author, their recipient and, in most cases, their purposes.'"

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SOME CONCEPTS OF COORDINATION FOR MIDDLE MANAGERS

WHAT IT IS

Coordination is the orderly arrangement of group effort to provide unity of action for a common purpose.

As applied to the Organization it means taking into account the *responsibilities* and the *capabilities* of all those involved in any particular *decision* or *operation*.

It uses practically every management tool, but basically it requires good communication and cooperation.

WHY IT IS IMPORTANT TO MIDDLE MANAGERS

Top management must find and develop executives for the upper echelons with the broad view—knowledge of the Organization, its objectives as a whole and all its interlocking parts, and with a sincere spirit of cooperation.

Middle managers are the key people in achieving coordination. They are *affected* by and *affect* the three-way movement of coordinative forces—downward, upward and sideways—transmitting orders, decisions, and guidance downward; taking problems, ideas, difficulties, and suggestions upward; and cooperating laterally with colleagues.

WHAT IT APPLIES TO

Coordination extends all the way from policy-making and planning through execution to control.

SOME TIPS FOR IMPROVING COORDINATION

1. Find out what the responsibilities and capabilities are of others involved directly or indirectly in your decisions, operations, or production and let your subordinates know too, so you can both use the knowledge in the coordinating process.

2. Budget your time so that you can get out of your office and visit your subordinates and colleagues with whom you have working relations.

3. Get to know your colleagues personally and well so that you can keep coordination informal most of the time.

4. Talk to the fellow. A great deal can be accomplished if we just remember that simple formula. Often it has to be face to face to really find out "what's biting him." If you can't get together, use the phone.

5. Be sufficiently flexible so that you can yield on detail without compromising on principle. However, this doesn't mean it's necessary to coordinate to the point of the least common denominator of agreement. Dissent, if not overdone, can be valuable.

6. Get coordination in the early stages. When positions are all set and in writing, it's hard to get the other fellow going in your direction and still give him a chance to save face.

7. Deal whenever possible with those who have the authority to *act*. Coordination is for providing unity of *action*. If you find that an "Indian" who can't act is delaying a decision, an operation, or production, don't be afraid to go to his boss or the one who can act or get your boss to do it.

8. Don't forget that while "chiefs" may have the responsibility for action, frequently the "Indians" have specialized knowledge and capabilities of which you should take advantage.

9. Look at each step in the coordination process from the broad view and the other fellow's responsibilities. You may find that what you thought was unproductive delay was really a necessary step in the overall process.

10. Get facts on the number of cases and delays involved where you are convinced some step isn't contributing to the coordination process. It's difficult, but even well-established procedures can be changed if you can show proof they aren't working.

11. Set deadlines for both your subordinates and those outside your component having corresponsibility for completing coordinated action.

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12. Keep your bosses coordinated. If your boss's boss or one of his staff gives you a job, let *your* boss in on it as soon as possible.

13. Don't coordinate broad policies and plans at the same time as the methods and procedures for carrying them out. You can bog down all action in disagreeing over details. Get approval from the top echelon on the broad issues and work out the details later at lower echelons.

14. Get a clear definition from your boss as to the lines dividing your responsibility from his own and that of his staff and find out just what authority goes with your responsibility. Also determine the dividing lines between your responsibility and authority and that of your colleagues. Do the same for your subordinates.

15. Be a good listener. Coordination is primarily a matter of communication and one of the best but least used means is good listening.

16. Don't *overuse* security as an excuse for not coordinating or failure to get coordination. Where there is a will for coordination, it will be rare indeed where a way cannot be found to effect coordination and still follow the dictates of sound security.

ANTIMALARIAL DRUGS

All employees and dependents traveling TDY or PCS should be aware of the danger of malaria. Malaria exists worldwide in the general area between 40 degrees south and 40 degrees north of the equator. In more practical terms this means all areas of travel or assignment within the Western Hemisphere, the Near East, the Far East and Africa, except Hawaii, Australia and New Zealand.

Before traveling to any of these areas, employees and dependents should seek specific medical advice regarding use of malaria suppressives in the particular area of travel or assignment. Drugs used for the suppression of malaria should be taken for approximately two weeks prior to travel into a malaria area.

SELL YOUR IDEAS

"I had the same idea a year ago." Ever catch yourself saying that when some new plan or procedure was put into effect in your organization?

Chances are you have. But you only *thought* of it. You didn't *sell* it.

The man who sells the idea gets the credit for it and the personal satisfaction of seeing his idea in use. He gains recognition—and probably a cash award—for his ability to think constructively.

All right. You've thought up an idea. It's just the kind that management has been saying it really wants—a new way of doing our job better and at lower cost. Next time your supervisor comes around to see you about something, you mention it to him casually. You wait. Nothing happens. So you begin to grumble!

"What's the matter with this outfit anyway? Don't they know a good idea when they hear it? Do you have to spell it out for them?"

The answer is "sure." You have to spell it out for them.

Any management official is a busy man. In the course of an average day a lot of ideas are tossed at him. Many require a decision. For every decision he makes, he has to get and evaluate all the possible solutions to the problem. He does that all day long.

So out of all these ideas, you expect him to jump at your idea that you just mentioned casually? Do you expect him to understand all its workings and details? Do you expect him to drop everything else demanding his attention and concentrate on just your idea?

You've got to *sell* your idea:

1. *Think it through.* Don't dash off and try to sell a "good idea" before you've worked it out. Give it some time to jell. Ask yourself: Why do we need this new method? Will it work? Is it practical? What will be the effect on other organizational segments?

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Will it only shift a workload to others? Will it save more money than it costs to install? Can it be tested? If you can test the idea, try it out; iron out the "bugs."

2. *Plan your approach.* Think about the person who is likely to evaluate your idea. Put yourself in his place. What is likely to get his attention, arouse his interest, get his approval? Think about the questions he might ask. How will it work? How much will it cost? Save? Then try to have the answers.

3. *Write it down.* Put your idea and the answers to the questions you've raised on a suggestion blank. Be brief but thorough. Make sure it can be understood quickly by the people who will consider it. Be careful you don't oversell. Overselling may boomerang when the idea doesn't turn out to be the cure-all you claim. Be sure to point out any shortcomings. If you don't, somebody else will, and it may "kill" the idea altogether.

4. *Turn it in.* It's a good practice to talk your suggestion over with your supervisor before turning it in. He may know about proposed changes, procedures, and processes which you do not. Also, the old saying, "Two heads are better than one," is good advice in this case. After you turn in your suggestion, give it time to be fully considered. Don't try to force a quick sale. If your idea is sound and convincingly presented, it will usually stand up.

5. *Don't give up.* What if your suggestion isn't adopted? That's the time to show your continued interest. Don't give up thinking and presenting suggestions for reducing costs, conserving man-hours, and saving supplies and materials. Even expert idea men—no matter the field—don't hit the bull's-eye with every suggestion. But their averages do improve with experience, and by taking care to sell their ideas properly, they can hit much more frequently.

Remember, you can get recognition and cash awards for worthwhile suggestions. You can help improve Government operations.

Join the many other Federal employees who are making a special point to submit ideas for improvement.

EXCESS FOREIGN CURRENCIES

The Treasury Department has determined that the supply of U.S.-owned local currencies in the following countries is considered excess to normal requirements for fiscal year 1965:

| | |
|------------------|----------------------|
| Burma (Kyat) | Poland (Zloty) |
| India (Rupee) | United Arab Republic |
| Israel (Pound) | (Egypt) (Pound) |
| Pakistan (Rupee) | Yugoslavia (Dinar) |

Travelers are encouraged to minimize use of U.S. dollars for travel, per diem, and personal expenses in these excess currency countries. When circumstances permit, U.S. dollar travel advances and personal funds necessary for use in such countries should be converted to U.S.-owned local currency through the accommodation exchange service provided by the Disbursing Officer at the American Embassy or the cashiers at U.S. Consulates.

Embassy Disbursing Officers and cashiers at Consulates located in these countries are authorized to exchange U.S.-owned local currency for U.S. currency, Treasury checks, personal checks, travelers checks, or other negotiable instruments drawn in U.S. dollars. A passport or other adequate identification must be shown when requesting accommodation exchange.

U.S.-owned local currency purchased by accommodation exchange is provided at the most favorable rate legally available in such countries. Under no circumstances should any traveler representing the U.S. Government become involved in black market transactions. Government per diem rates in foreign countries are based on the official rate of exchange used by the U.S. Disbursing Officer.

YOUR BREATH COULD SAVE A LIFE

ARTIFICIAL RESPIRATION

(Reprinted, by permission, from the American Red Cross pamphlet, "Emergency Family Handbook")

Mouth-to-mouth resuscitation is the most effective method of artificial respiration to revive an individual of any age who has stopped breathing.

If there is foreign matter visible in the mouth, wipe it out quickly with your fingers or a cloth wrapped around your fingers.

1. Tilt the head back so the chin is pointing upward. Pull or push the jaw into a jutting-out position. These maneuvers should relieve obstruction of the airway by moving the base of the tongue away from the back of the throat.

2. Open your mouth wide and place it tightly over the victim's mouth. At the same time pinch the victim's nostrils shut or close the nostrils with your cheek, or close the victim's mouth and place your mouth over the nose. Blow into the victim's mouth or nose. (Air may be blown through the victim's teeth, even though they may be clenched.) The first blowing efforts should determine whether or not obstruction exists.

3. Remove your mouth, turn your head to the side, and listen for the return rush of air that indicates air exchange. Repeat the blowing effort. For an adult, blow vigorously at the rate of 12 breaths per minute. For a child, take relatively shallow breaths appropriate for the child's size at the rate of about 20 per minute.

4. If you are not getting air exchange, recheck the head and jaw position. If you still do not get air exchange, quickly turn the victim on his side and administer several sharp blows between the shoulder blades in the hope of dislodging foreign matter. Again sweep your fingers through the victim's mouth to remove foreign matter.

Those who do not wish to come in contact with the person may hold a cloth over the victim's mouth or nose and breathe through it. The cloth does not greatly affect the exchange of air.

MISCELLANY . . .

A penny saved is a penny taxed.

. . .

By forgetting ourselves, we do things that are remembered.

. . .

Just because everybody agrees with you doesn't mean you are particularly smart. You are probably the boss.

. . .

Jean Cocteau says he believes in luck. "How otherwise can we explain the success of people we detest."

. . .

Some people are still willing to do an honest day's work, but they want a week's pay for it.

. . .

The only person who listens to both sides of a family argument is the lady next door.

. . .

The prospect of having a lady for our President doesn't worry us so much. What does is having a man for First Lady.

. . .

After you've heard two eye witness accounts of an accident you begin to worry about history.

. . .

It's a sure sign that you've been around for awhile when the kids tell about their history lessons and you can remember when it happened.

. . .

If the ability to work hard is not a talent, it's the best possible substitute for it.

. . .

By the time a man finds those greener pastures, he can't climb the fence.

MEDICAL CONSULTATION

Additional opportunities for medical consultation are now being offered under the Preventive Medical Program. Officials visiting headquarters on TDY are encouraged to contact the Office of Medical Services for an appointment for consultation or examination. The Office of Medical Services particularly invites calls from those who have not had a physical examination within the past 180 days. These consultations or examinations are not intended to replace the medical evaluations normally made upon completion of overseas tours.

GOVERNMENT BY CUSSING

(Reprinted from the Civil Service Journal)

Daily, and always quietly, they (Federal workers) see to it that your neighbor pays his taxes just as you do; predict your weather; control your airliner in traffic; compel quality in Federal expressway construction; conserve your soil; control forest fires; inspect your foods and drugs; arrest your predators; plan your dams; fight for your country; and take your abuse.

But this isn't all bad. The suspiciousness with which individuals scrutinize Government activity is a healthy part of the American check and balance. Ours still is an impulse not of gimme, but of git. The Federal employee knows it better than most citizens. The good ones accept, as part of their jobs, the expectation that they will have the patience of Job, the wisdom of Solomon, the hide of a rhino and the long-suffering integrity to act always as firmly as they should, though seldom as fully as they could. And they accept the fact that nobody will notice their unreciprocated tact, or appreciate it.

THE NEW INSURANCE LAW

President Johnson has signed into law an Act of Congress allowing disabled veterans to buy National Service Life Insurance within one year after May 1, 1965 (the effective date of the law). Generally, it is for those who do not have any GI life insurance or who have less than \$10,000 of such life insurance, and who served after October 7, 1940 and before January 1, 1957.

Three groups are involved: (1) veterans with service-connected disabilities who meet standards of good health; (2) veterans whose service-connected disabilities alone do not permit them to meet standards of good health; and (3) veterans whose non-service-connected disabilities prevent them from buying commercial insurance.

It is not necessary to write the Veterans Administration at this time as full details and application forms will be sent before May 1.

\$AVE DOLLAR\$

SHIP THAT EXCESS BAGGAGE AS ACCOMPANIED AIR FREIGHT!

Pan American Airways, Trans World Airlines, and Northwest Airlines now have a policy for shipping excess baggage in limited amounts at air freight rates, *usually* accompanying the passenger on the same plane. This policy can save us dollars if used by travelers for the 22 pounds of excess baggage allowable under our regulations when traveling economy class.

When a traveler presents his baggage at the time of departure and he has an excess above 44 pounds (allowance for economy class traveler), he should request that this excess be shipped with him as air freight. As an example, if the 22 pounds of excess baggage is shipped as air freight, the savings from Washington to Germany would be \$13.83. Similar savings would accrue if used by personnel returning from overseas.

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WHO HAS THE FILE?

Do you have a problem controlling your official files? One component of the Organization licked this problem by using a new charge-out system which was the result of an employee's suggestion.

The system consists of the use of standard Remington Rand charge-out boards to show the date charged and the identity of the individual to whom the removed file has been charged. In addition, colored celluloid flags, a different color for each fourth month, are inserted in a protruding tab on the charge-out boards. For example, green can indicate a charge-out during the month of July; red an August charge-out, etc.

At the end of each month charge-outs that have been on the shelves for over ninety days are checked to determine the reason for the delinquency and to arrange for the return of the files if active interest in them has terminated. By using the colored tabs it was unnecessary for this particular component to check approximately ten thousand charge-out boards each month to determine which were the relatively few overdue files.

This system has applicability in any large file holding where strict accountability requires the return of files within a specified period of time. Implementation costs are minimal. Since the same color tabs are re-used every fourth month only four different colors are required.

25X1A OFFICE OF LOGISTICS MAIL-ORDER
SUPPLY SYSTEM

25X1A

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REGULATIONS
CONTROL STAFF

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